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ABSTRACT

There is a need in the advertising industry for prediction--of the future in general, of the new communication technology, and of the implications for advertising. Studies of the future in other disciplines have identified at least four separate future trends relevant to prediction and preparation for the future in advertising: within specified frameworks, most ostensibly institutional and creative, human behavior can be indistinguishably imitated by machine; distance is technically irrelevant; knowledge is emerging as the crucial resource of the economy; applications of these trends depend on economic, rather than social or political or scientific bases. By the turn of the century, most of these changes will have occurred or will be in process. Advertising has not done enough to prepare itself for this future; it must begin now to take the proper measures. (Author/TO)

THE NEXT TWENTY-FIVE YEARS: IT'S TIME TO PLAN

by

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In 1970, the U.S. House of Representatives Committee on Science and Astronautics hosted its eleventh meeting of its Panel on Science and Technology. Among the findings of that panel was the statement:

> The proliferation of new data yields a world of ever-increasing complexity. Through new technological innovations, this complexity might possibly become manageable. This potential for control will not be generated by machines, but rather through conscious systems applications of knowledge, information, and data that the machines make available.

As is the case with other industries, advertising is facing this same challenge. The operations of the advertising industry become ever more complex. More and more information from more and more sources becomes available. In addition, technological developments in the communications industry add to the burden. Use the technology to manage the burden, says the Panel on Science and Technology, but in advertising, the technology may be adding to the problem as well as providing a means of coping with it.

Need for Prediction

What is needed is an exploration of the present and future interrelationships of technology and of advertising. At a meeting of the American Marketing Association which concentrated on science, technology, and marketing, Professor Robert Clewett of Pennsylvania State University said,

> If science is knowledge about man and his environment; if technology is the application of this knowledge to achieve desired results; and if marketing is concerned with matching the needs and wants of potential buyers with profitable want-satisfying products and services through market transactions, then clearly, it is in the general interest of mankind everywhere to seek integration of science, technology, and marketing.

To accomplish this exploration of these interrelationships, we must adopt new techniques and new goals, and we need to develop new accesses for approaching our problems, as well as for solving them. According to Aurelio Peccei, we must develop a new kind of thinking, which has four characteristics or dimensions.

First, this new thinking must be systemic. Says Peccei, "We must be more fully aware that everything interacts with everything else in an interlocking series of systems." Second, our new thinking must be global: "Because of the growing number of problems arising from the world system, everyone's thinking must rise to ecumenical, global dimensions." Third, we need diachronic thinking; "we must 'live tomorrow today,' because so many phenomena have long time lags before they become significant." Last, "our most pressing need," says Peccei, "is normative thinking: we need to know where we are going, what our goals are."

There is a need, then, for prediction -- of the future in general, of the new technology, and of the implications for advertising. The advertising industry, including advertising education, has been charged with such an examination of the future. At the 1974 conference of the American Academy of Advertising, Herbert Zeltner, senior vice president of Kenyon & Eckhardt, Inc., stressed the importance of the future when he suggested a series of "Committees of the Future," panels representing the best thinking in the advertising business, in government, in related disciplines, and in the economic community.

There are problems in any attempt at prediction, of course. Short-range predictions are often too optimistic, whereas long-range predictions are often too conservative. In his recent article in Advertising Age, Stephen Unwin quoted an advertisement for Metropolitan Life Insurance to make this same point: "The future always arrives a little before you're ready to give up the present."

For the short term, we tend to think of new materials and new measures which will help us cope with changes, or perhaps will help us just to keep pace. However, unless the trend slows or becomes less revolutionary, there is a traumatic barrier down the road which we currently are traveling. Perhaps the problems themselves will not be new ones; what is new is the speed with which the trends are coming to the point of crisis. In a fundamental sense, according to the Aspen Institute for Humanistic Studies,

> It is all the same crisis: in its population dimension -- in its urban dimension -- in its nuclear weapons dimension -- in its environmental dimension, the overall crisis represents the social fallout of modern science. . . .
>
> In this perspective the question of whether the greatest danger to human health comes from the tires, brake linings or exhaust pipes of an automobile is a technical quibble: even "the Environment" is too narrow a framework for thinking about the total impact of science upon society.

Process of Change

Before examining the future of advertising, it behooves us to take at least a quick look into the background and the causes of the changes which are upon us. There is a belief among some prognosticators, including Stephen Unwin, that technology will become the instrument of progress, not its driving force. Others, such as Zbigniew Brzezinski of Columbia University, hold an opposite view. In his book Between Two Ages, Brzezinski writes,

> The transformation that is now taking place, especially in America, is already creating a society increasingly unlike its industrial predecessor. The post-industrial society is becoming a "technetronic" society: a society that is shaped culturally, psychologically, socially, and economically by the impact of technology and electronics -- particularly in the area of computers and communications.

Technology, though, is changing, and it becomes difficult to consider the relationship between technology and change when both are processes. As Alvin Toffler states in his best-selling book Future Shock:

> How do we know that change is accelerating? There is, after all, no absolute way to measure change. In the awesome complexity of the universe, even with any given society, a virtually infinite number of streams of change occur simultaneously. All "things" -- from the tiniest virus to the greatest galaxy -- are, in reality, not things at all, but processes. There is no static point, no nirvanalike unchange, against which to measure change. Change is, therefore, necessarily relative.

This process of change is in itself a revolutionary, and therefore a rapidly changing, idea. Says musician John Cage,

> At any point in time, there is a tendency when one "thinks" about world society to "think" that things are fixed, cannot change. This non-changeability is imaginary, invented by "thought" to simplify the process of "thinking." But thinking is nowadays complex: it assumes, to begin with, the work of Einstein. Our minds are changing from the use of simple, critical faculties to the use of design, problem-solving, creative faculties, from an unrealistic concern with a non-existent status quo to a courageous seeing of things in movement, life as revolution. History is one revolution after another.

This revolution, then, is not only one of technology. It is also a revolution in thinking, in application, and in practices and techniques. These changes will affect our future, and it is not just a matter of projecting today, of trying to take what we have now and expanding it into the future. Rather, as John McHale suggests in The Future of the Future, it is a problem of knowledge, and "knowledge is not just an accumulation of new facts, but reduction of unrelated and irrelevant facts into new conceptual wholes."

We are faced, then, with a problem of relationships and of prediction.

Current Trends

Some predictions are being made already. Budgets for advertising seem to be part of a cyclical trend. During the economic recession of 1969 and 1970, these advertising budgets were decreased, but they began to grow again during the next few years. With the energy crisis making news in 1973, advertising budgets were cut once again, with the most severe cutbacks coming among marketers of gasoline, plastic products, tires,

and other energy-related goods. In 1974, total United States expenditures for advertising may increase to $26,000,000,000, which would be a four percent increase over last year -- but most of this increase can be accounted for by inflation. If the cycle continues, however, the growth phase should soon return.

Growth overseas has long been trumpeted as the coming development, and many advertising agencies have expanded their international operations to take advantage of this growth. Economic problems in important markets such as Great Britain and Japan, coupled with rampant worldwide inflation, have upset the trend overseas. Further complications are being caused by various monetary re-evaluations. Advertising Age announced that growth of advertising outside the United States amounted to nineteen percent in 1973 compared with the previous year, but then stated that the growth must "be viewed with caution."

Profits for advertising agencies have been diminishing. Traditionally, such profits amounted to between one-half and one percent of total agency billings. However, the American Association of Advertising Agencies now estimates that an agency must increase its billings by seven or eight percent annually just to maintain current profit levels in the face of current inflation. For the current year, profit levels are down at J. Walter Thompson; the Interpublic Group of Companies; Needham, Harper & Steers; Tracy-Locke; Wells, Rich, Greene; Batten, Barton, Durstine & Osborn; and Doyle Dane Bernbach.

Four Future Trends

As was mentioned earlier, however, glances at current developments will not provide advertising with an adequate view of the future. Assuming that current trends will continue into the future is uncertain, if not doubtful. In addition, this type of planning is not really planning at all: it assumes that radical changes will not affect the advertising business and advertising operations; it avoids the problems, but also the advantages, of true, long-range predictions; perhaps most important, it does not prepare the advertising industry for the future, but instead works on the principle of reaction rather than action.

How can advertising prepare for the future? How, indeed, can advertising ever predict the future? It is a difficult problem, and one which has no clear solutions.

One way, though, would be to borrow the predictions of other disciplines and other studies, and to apply these predictions, insofar as is possible, to advertising. Such a method is not very original: many advertising research methods have been borrowed already from the behavioral sciences. It would seem logical, then, and perhaps even correct, to borrow once again for this purpose.

What I propose to do, then, is to examine four basic predictions of the future which seem to be occurring in other fields of interest. Let us look at these four trends, observe how they are being fulfilled in other disciplines, discover how they may be in the process of being implemented in the communications industry in general, and then attempt to apply them to the future of advertising. The object of knowledge is truth, and if we come to know the likelihood of each of these trends actually occurring, then we can consider each of these trends as a "basic truth" which will help us to predict and to prepare for the future in advertising.

Automation

The first of these "basic truths' comes from a combination of three findings of the eleventh meeting of the Panel on Science and Technology of the U.S. House of Representatives Committee on Science and Astronautics, which was held in 1970. The Panel concluded that:

> We can now automate whatever we can exactly specify.
>
> Most (possibly all) ostensibly human perrogatives for inferential, judgmental, learned, and adaptive behavior can be exactly specified -- at least with respect to finite context . . . .
>
> Within specified frameworks, much ostensibly intuitional and creative human behavior can be indistinguishably initated by machine.

To simplify this rather complex combination of statements, this prediction could be stated basically as an increase in automated activities at many levels of human life.

Distance

The second "basic truth" which we can examine and attempt to apply to advertising also comes from the same Panel on Science and Technology. It is stated as:

> Distance is technically irrelevant.

Such a statement obviously has important implications for the international aspects of advertising, as we shall see. But it also has at least two important implications for the domestic functioning of advertising: one, the technology of advertising is vital to the understanding and the implementation of this trend; second, the distances between the buyer and the seller, between the advertiser and the audience, also are diminishing.

Says Victor Ferkiss of Georgetown University:

> The world is not yet a global village (how many Turkish television programs have you seen lately?), but the nation is. Modern electronics joins nations to each other, but its basic web, denser by several orders of magnitude than the global web, turns nations in upon themselves.

Knowledge

We shall borrow our third "basic truth" from Peter Drucker. He appears to agree with our other "basic truths" in that he sees a number of discontinuities within the foreseeable future, including genuinely new technologies. The new idea which Drucker gives us, though, is that knowledge will emerge as the most important single element or characteristic in the future.

Drucker believes that knowledge will become the central capital, or the universal unit of value; he believes that knowledge will develop into a cost center, whereupon we will invest our monies with an expectation of real financial returns; he believes that knowledge will be the crucial resource of economics, becoming the raw material with which we will work and trade. With knowledge, says Drucker, come wealth and power, and also responsibility.

Drucker, incidentally, has a rather good record in his prognostications. In 1955, he predicted that within twenty years we would see upheavals in our universities, both in tremendous growth and in internal tensions. He predicted that the new financial tycoons would be institutional trustees for investment trusts, pensions funds, and banks. He predicted that political issues would concentrate on urban migrations; conservation of water, power, soil, transportation, and housing; medical care for everyone; educational policies; demands for racial equality; rapidly increasing federal expenditures. He also predicted, twenty years ago, that by 1975 the United States would experience a severe shortage of raw-materials and energy, and that we would join the list of "have-not" countries in the world. He predicted, too, that rampart inflation would replace recessions and depressions as our greatest economic problem.

Drucker's emphasis on knowledge is supported by Marshall McLuhan in Understanding Media: The Extensions of Man, where he writes:

> Rapidly, we approach the final phase of the extensions of man -- the technological simulation on consciousness, when the creative process of knowing will be collectively and corporately extended to the whole of human society. . . .

Economic Basis

As a fourth "basic truth," let me propose the idea that application and usage of future trends will depend upon economic bases, rather than on social or political or scientific bases. New technological developments in telecommunications media are not gaining general acceptance in the communications industry, it appears, but if these developments make way for economic advantage and profit, then their application will increase.

Economic forces are more important than technological forces in determining the method and timing of the introduction of new developments. Technology still is a vitally important factor in the communications industry, as well as in most technical fields, but there is growing resistance in this and other countries, as exemplified by the discontinuance in the United States of the development of the supersonic transport airplane. That failure was in part one of social and political interests, which forestalled additional governmental support. The basic development still could have continued, however, had their been adequate economic prospects to garner private support.

This same pattern will apply even more in the future, and implementation of new developments will hinge ever more tightly upon economic returns, rather than on need, promise, ability, or special interests.

Evidence of Trends in Other Disciplines

To help us determine what the implications of these trends may be for advertising is our final goal, but first we must try to discover whether these trends are real, whether they should be considered "basic truths." To do that, let us find out if these trends are observable, first in a variety of fields of interest and in a variety of applications, and then in the specific area of communications and communications technology. Then, if we can show that these are real trends which are actually occurring, we can attempt to apply them to advertising and attempt to predict our specific upcoming events and developments.

Automation

Automation and machine imitation are becoming quite common in our world. Many mining operations which once required dozens if not hundreds of workers now may be managed by only a few workers who control huge digging-and-processing-and-loading machines, or who oversee many machines at a time with remote-controlled and computer-controlled supervision. Manufacturing has gone beyond the assembly line in some cases to the point where humans only watch the equipment which performs the actual work; the individual now makes certain that the machine operates correctly, but the machine, rather than the person, operates. Transportation uses automation to sort rail cars and maintain safe distances between trains; air traffic controllers are warned and instructed as to proper procedures by data processing equipment which monitors the human work. In these operations, people have not been replaced entirely, but they have been released for other functions such as planning and coordinating.

In business, billing procedures are largely automated. Secretaries may still type letters, but the final corrected retyped version may be done automatically while the secretary handles more important chores. Individual letters may be typed and mailed

without any human involvement after the composition phase; addresses' names and personal data can be included automatically from data storage and retrieval equipment.

Sorting of mail, too, may soon be automated. Being tested in certain sectional postal centers are automatic scanning devices which "read" Zip Codes and send the letters to the correct satchel much faster than can be done by human operators.

Distance

Distance, as you will recall, is becoming technically irrelevant. That does not mean that distance no longer exists; it means that distance is no longer a barrier. Of course, travel has become routine; as the joke goes, it is possible to have breakfast in New York, lunch in Chicago, supper in Los Angeles, and luggage in Seattle.

There is more, though, than travel involved in distance. We now have a White House which is quite mobile. All the controls and communications which are feasible in Washington are also completely feasible in San Clemente and in Key Biscayne.

Knowledge

Knowledge is becoming a vital economic value. Consumerism is on the rise, and this rise is due in large part to the increased amount of knowledge available to consumers. That knowledge is a valuable tool and the key to power and wealth is reflected in labor union demands for subsidized training and college course work; the forward-looking labor unions realize that their greatest hope for future vitality lies in their ability to gain knowledge.

Many of the problems facing today's world are quite complex, and may be solved (if they are solvable) only through knowledge. Also, the increasing economic importance of knowledge is reflected in the increasing responsibilities of those persons who have gained this knowledge. This idea is reflected by Peter Drucker:

> . . . The men of knowledge are today where the businessman was in the late nineteenth century with his assumption that the morality of business was his "private affair." For a group in power the facile assumption of moral righteousness -- if only the heart be pure and the cause just -- is crass immorality.

Economic Basis

The requirement for economic profitability before technology is utilized is reflected, once again, in the aircraft industry. The supersonic passenger airplane is no longer being developed in this country because the promise of economic returns was insufficient without governmental backing; the Concorde of Britain and France is likely to suffer from similar economic consequences, even though it is being constructed. On the other hand, the so-called "jumbo jets," such as the Boeing 747, the Lockheed 1011, and the McDonnell-Douglas DC-10, all were constructed and appear to be on the road to profitability, despite reverses and uncertainties in the level of airline passenger loads. The Lockheed 1011 development almost was halted, of course, and again the reason was the economic difficulties involved.

Many of our problems with food and energy shortages are due to economic problems. Natural gas prices at the well-head have been artificially depressed by governmental control, which has effectively prevented exploration for and development of new supplies. Coal is suddenly back in the energy picture in this country because it has again become economically feasible to mine and ship it. Recurring shortages of

beef can be traced to low market prices being paid to the producers, and steps are being taken by some farm organizations to avoid similar problems with pork by selling young hogs before maturity, thus decreasing eventual supplies and raising prices.

This economic principle is even being employed by state and municipal governments to stop litter. Artificially high deposit prices are set on beverage bottles and cans to induce people to return the containers to the merchants -- even, in some states, by requiring deposits on non-returnable bottles and cans.

It appears, then, that the four "basic truths" provided us by other studies of the future in a variety of disciplines are, indeed, coming to reality, at least in some applications. Let us now examine an area of technological development which is more closely allied with advertising, that of communications technology, to determine if these same trends appear.

Evidence of Trends in Communications

Automation

Automation and machine imitation are perhaps best exemplified in the revolutions which are occuring in printing methods. No longer must an individual labor at setting type by hand or even at a Linotype machine. Now, the news story or advertisement can be typed on an electric typewriter, fed into a computer for storage, recalled for editing, and then sent for automatic typesetting, saving time, money, and the likelihood of errors. The key to such a system is the computer, which also is reducing the need for human labor in record keeping, such as in the Audit Bureau of Circulations Newspaper Data Bank. Facsimile transmission can send a letter across the country in a

few minutes, thus obviating the need for postal handling and physical delays. Laser beams may help to reduce the labor needed in developing photographs; a holographic picture using laser technology may be developed automatically, or for print purposes it may even use the same laser beam at a higher intensity and wave length to etch a halftone printing plate.

Distance

The growing irrelevance of distance is perhaps best exemplified by communications technological developments. Satellite transmission of television and radio and telephone signals makes possible instantaneous communication in widely scattered locations. Facsimile transmission, too, allows almost immediate reception of graphics in a variety of locations, preventing delays and making travel unnecessary in some cases. A similar development, the Picturephone, permits individuals to see one another while they converse, and to discuss visual materials at the same time; it may not be necessary to take layouts to the client when you can show them to him on the Picturephone.

Distance is no longer a problem of selling nor of inventory control, either. Customers of Simpson-Sears in Toronto can use their Touch-Tone telephone to call a special number, punch the catalogue number of the article they desire, and also punch in their name and address and credit card number, along with a special code number to verify the sale. In Kansas City, Sears customers' orders are entered into special cash registers which automatically check the validity of the credit card, figure the sales tax and the total, transmit the charge to the customer's account, and transfer the sale information to the inventory section of the computer. Each night, complete and timely sales figures are transmitted to company headquarters in Chicago, and management can know on a daily basis what is selling, what promotional techniques are

working or not working, and what inventory status is for retail stores hundreds of miles away. By 1980, all Sears stores in North America may be included in this system.

Distance is also becoming irrelevant for marketers and advertisers. Many companies are experiencing their greatest growth in overseas markets, and consumers have little conception that many products such as Shell gasoline or Lever Brothers detergents or Norelco shavers are really controlled by foreign interests.

Knowledge

Because knowledge has an etherial quality, it is difficult to relate it directly to technology. There are communications developments, though, which are bringing knowledge to a wider variety of people and making it more available.

Home video recording devices are on the market which enable an individual to store television programs and educational lessons for playback at their convenience. Microfilm and microfiche make the knowledge stored in great libraries available to millions of people; small libraries can now purchase basic collections of a few hundred thousand volumes, all stored on microcards in a relatively small box for viewing and copying. Computers, too, are useful for storing such knowledge, and the retrieval of such information has become so facile that steps are being taken to prevent unauthorized use of this knowledge. Data can be transmitted, too, giving them wide distribution. One such means of transmission is cable television, which provides information channels in many localities; in our town, we can tune in not only the time, temperature, wind conditions, and the like, but also the current news directly from the Associated Press.

Perhaps the greatest use of many of these devices is in schools, where their use for the instillation of knowledge has created a miniature revolution in the way education operates. Eventually, an in-home information center may provide us with

the ability to communicate with one another, tune in university classes, refer to books in distant libraries, receive and pay our utility bills, and refer to our own data-storage facilities.

Economic Basis

The economic basis of these communications technologies must be based on future likelihood, because some of the developments are not yet in sufficient use to determine to what basis their implementation can be attributed.

Home video devices, for example, have been feasible for the past ten years, and have been marketed by a number of companies for about five years. One of the largest companies, though, the Columbia Broadcasting System, developed a system called Electronic Video Recording for which a large manufacturing facility was constructed in upstate New York; this facility has been closed, however, because sales of the devices were not adequate and did not meet expectations. Another economic facet of home video playback machines is that actors' equity unions have been attempting to renogotiate contracts dealing with residual payments; their payment system might eventually be similar to those for sound recordings.

The growth of microfilm and microfiche has been, to a large extent, due to the expense of buying books and the expense of maintaining and preventing theft and vandalism of library materials. Also, storage space for microfiche is easier and cheaper than that for books.

Similar patterns are developing with other communications technological developments. Fascimile transmission is cheaper and faster than traveling. New computer editing and proofreading and typesetting methods are more economical than the older, labor-intensive methods. Using cable television to read water meters and

supply doctors with current medical research data is less expensive than other means, as well as faster and more convenient. In fact, the very ideas of greater speed and convenience are related directly to greater economies.

The other trends of automation, irrelevance of distance, and knowledge as an economic unit also are related to this importance of economic profitability.

Implications for Advertising

What are the implications of these trends for advertising? If these trends are "basic truths," what will they mean to the advertising industry and to advertising education specifically?

Automation

Automation will not mean that copywriting skills are no longer necessary; it is doubtful that we will see computer-composed copy within this century. It will mean less drudgery, though: media data can be stored and called up from computers, reducing the time and effort now required to search through dozens of printed sources; paperwork can be reduced with all agencies and media and representatives tied together in a single computer record of availabilities and orders and insertions and make-goods and billings and payments (the American Association of Advertising Agencies has been researching the possibilities of such an operation for the past few years).

Automation will free people for more important tasks, such as planning. This development means that our students will need more background and more experience in planning and decision-making, rather than simply in techniques. This in no way implies that the students will not need complete understanding of the processes and techniques involved; to the contrary, they will need a clearer understanding of the

problems involved -- you cannot program a computer to help you unless and until you understand all the problems and alternative solutions.

One way in which advertising agencies have met the ever-decreasing profit margins has been trimming their staffs; instead of ten persons employed per million dollars worth of billings, many agencies now get by with only six or seven. As profit margins decrease even further, this trend will continue, and part of the work load will be cared for by automation and machine imitation. The employees still left will then need ever-increasing efficiency in the way they perform their jobs. Data-handling staffs will be reduced, but the planning personnel will have even greater responsibilities and will need to understand more facets of the business.

Automated procedures in the business will also require more internal cooperation -- both within agencies, within media, within companies; and between these various functionaries within the advertising business.

Machine imitation will mean changes in the ways in which consumers are communicated to, as well. These consumers also will be making more use of automation, and their basic buying habits may be changed as they make greater use of new technological developments as their sources of information about advertised products and as their links to the stores. This means that advertising messages and approaches to these consumers will also need to be changed, both to avoid being overlooked by more efficient consumers who turn over part of their everyday activities to new devices, and to take advantage of increased ability of the consumers to absorb and retain information about products and services.

Distance

If distance becomes irrelevant, what does it mean to advertising? We already are on the path to this development, with international and multinational marketing and

advertising. Many companies which once were only United States operations now sell their products and services overseas. Such marketers as Holiday Inn and McDonald's are constantly expanding their operations overseas, to overcome the problems of nearing capacity for expansion in this country and to diversify their operations without actually going into some other business.

The international operations of these firms already have made distance obsolete in large part. Daily reports from around the world are filed to company headquarters, no matter where they may be. Decisions which affect world-wide operations are made in the headquarters, and are transmitted with no difficulty to the farthest managers and employees. Thus, in this sense, marketing and advertising already have made distance irrelevant.

To take advantage of this trend, and to serve their international clients, advertising agencies have added offices in a variety of continents, either by starting new operations or by acquiring local operations. Few of the personnel in these foreign offices are Americans, because of strict restrictions in many countries on the number of foreign nationals who may be employed. However, advertising managers and advertising agency executives must still be aware of the problems of international operations. They must know how well campaigns will transfer and be interpreted in a number of countries and cultures. They must be aware of the problems of regulation, the available media, and the reactions of the audiences in these varied situations. To meet these demands, our students must be prepared with an education which goes beyond the borders of our own country, physically or at least in content.

Some schools already teach international advertising, and others probably will need to offer such courses. Even more important, we as professors must broaden our own scope and ability to comprehend this international phase.

There is another possible implication of the irrelevance of distance. In the near future, some advertising practitioners may work from remote locations, interconnected by electronic communications links rather than by physical proximity. Some copywriters already do most of their work at their homes, communicating with their offices by telephone and mail, and only occasionally visiting the offices in person. Some consultants, too, serve their clients and save the same clients money by communicating long-distance rather than traveling to the actual location of the client. Much communication can already be accomplished in this way, and with the wider use of such developments as facsimile transmission and Picturephone, the trend will increase. Consultants will be able to help more clients; executives will be able to keep in close contact with branch offices; firms will save on travel funds.

Knowledge

As knowledge gains in importance as an economic unit, it will affect advertising, too. The importance of information about products and services will increase, and thus advertising will be expected to supply more of this information. As knowledge gains in importance, the persuasive abilities of advertising may very well be diminished, but the informational function of advertising actually could increase the importance of promotional efforts.

More product data, more precise measurements of these data, and more suggestions for the interpretation of these data all will be outgrowths of this trend. Advertising copy may be filled with accurate descriptions more than with flowing puffery. Copywriters will need to rely more on research findings, and they will need to find new ways of presenting rather dull but vital information. Researchers will grow in importance to advertising, and their results will be more closely questioned, examined, and utilized.

We need to prepare students for this increased importance of knowledge. Copy-writing exercises must be more precise, more factual, more communicative. Research methods and interpretation are an important, in fact, essential part of advertising, and their role will increase in scope and importance; our curricula and our emphases must reflect this growth. Perhaps most important, we must preserve and encourage the natural questioning and doubting perspectives with which so many of our students enter their studies of advertising, for these abilities will be of great value to them, both economically and functionally.

As knowledge increases in economic importance, it may change the uses of advertising both by consumers and by advertisers. In some ways, marketers may be able to save money by using advertising to communicate knowledge which until now has been accomplished through personal selling. Consumers may not be pre-sold, but their questions may be answered and their product comparisons may be accomplished through completely new methods.

Advertising may, in fact, become as much the tool of consumers as it has been the tool of marketing. Consumers will make greater use of advertising to help them in their purchase decisions. They may come to welcome advertising information, but at the same time they will expect more detailed and factual information from advertisements.

Students of advertising must be aware of this possibility, and prepare for it. In addition, advertising education must be certain to serve students who plan to make use of advertising not as a career but as a consumers' information source. In the future, many students in advertising courses may not be preparing for business careers at all; they may study advertising to help them utilize advertising to their own ends, so that they can benefit from the economic profits of knowledge.

At the same time, this economic importance of knowledge will be one trend which educators should especially welcome. Knowledge is our main reason for being and our total sum product. The increasing economic importance of knowledge is something that we, by being involved in education in the first place, already have predicted and accepted.

Economic Basis

Economics is important to us for another reason: economics will determine just when and how technology will be implemented. Because advertising remains an economically-oriented discipline, this trend is important to us.

It is likely that the economic feasibility of these developments will be accompanied by changes in other areas as well. We may experience changes in our national power structure; many national programs are structured precisely the way they are because of economic, rather than because of purely social or political or scientific, bases. For example, the federal food stamp program was established and is administered by the Department of Agriculture not to aid families at the poverty level but to increase the economic demand for agricultural products. Many technological developments such as satellite television transmission to the home will be introduced when they are economically feasible: the American Telephone and Telegraph Company owns a controlling interest in the Communications Satellite Corporation for precisely that reason. These powers, then, are economic in their nature, and this trend can be expected to continue.

We also will experience changes in the regulation of advertising, and it seems likely that the social benefit to be gained from advertising and its regulation may be weighed against the economic returns from such ventures. The entire structure

of governmental regulation of business was begun by the economic havoc created by competition among railroads, thus giving rise to the creation of the Interstate Commerce Commission. The concentration of economic power among a few monopolistic companies brought about anti-trust legislation and the policies of the Federal Trade Commission. These types of economic powers, then, are likely to be quite influential in future regulatory decisions and legislation.

The introduction of new communications technology, then, will affect the advertising business, and as the practical applications of this technology depend upon the economic feasibility of these uses, so will the implications for advertising depend upon economic bases. Advertising, though, may be able to take economic advantage of these developments more readily than can other industries. If these new communications technologies present opportunities for advertising to save money, lower personnel requirements, speed operations, maintain better and more continuous communication within agencies and between agencies and clients, then advertising will perhaps be among the leaders in putting these developments into practical use. As these developments come into more common application, the people who enter the advertising business must be familiar with them. Students must not be frightened of computer processed data if they are to use the computer to reduce costs and shorten preparation time in print media. Students of advertising must be aware of these developments, and we must prepare them for these changes.

Preparations for the Future

This is not to say that advertising curricula must show students how to use facsimile transmission, Picturephone, satellite transmission, new packaged

product marketing codes, microfiche data storage, holography, home video devices, and the like. The basic functions and techniques still will be the same.

What we must do is prepare students to be planners and thinkers and problem-solvers, rather than memorizers and automatons. We must teach students how to compress information into useable and communicable forms. We must show students that knowledge is more valuable than propaganda. We must remind students that advertising is an economic discipline with communications and marketing and journalism interests. We must prepare students to view advertising from a consumer as well as from a business perspective, as receivers of information as well as senders.

How soon do we need to be making these preparations? As was mentioned earlier, short-range predictions tend to be overly optimistic; changes often do not occur as rapidly as we would think in less-than-five-year scopes. Long-range prognostications often are too shallow and narrow, and more change will occur than we believe will happen within forty or fifty years.

The year 2000 will be a landmark, though, and it is only twenty-five years away. By that time, most of these changes will have occurred -- or they certainly will be in progress. Some have already started; as we have seen, evidence of most of them can be found in other disciplines.

So far, advertising has done little to prepare itself for this future. It has done even less to take advantage of these coming changes. We must begin now, and much of the burden falls upon advertising education.

What should we do? The very same things that we should be doing for our students: plan, think; solve problems; communicate with one another; value knowledge for its own sake; keep our economic perspective. Then we must teach these same things to future advertising practitioners.

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